



Hi Bradford,

I would like to know why Matt Rice (520829) did not have his SOW renewed.

Thanks,

Trish Rice
CSP 31202
IBO 15897
Pres. Certified Client Solutions, LLC
EIN: 262361569
AriseCyberAgent@gmail.com
Cell: 404 988-6912
Fax: 800-507-5611

Gtalk: msarroz

On Fri, Jan 16, 2015 at 11:56 AM, Hi Bradford,

I would like to know why Matt Rice (520829) did not have his SOW renewed.

Thanks,

Trish Rice
31202
Pres. Certified Client Solutions LLC
404 988 6912

On Tue, Jan 13, 2015 at 3:19 PM, Bradford Kerley <BKerley@arise.com> wrote:

TO: Independent Businesses

ATTN: Independent Business Owners

CC: CSPs Servicing on the Barnes & Noble Programs

RE: Barnes & Noble SOWs

Dear Independent Business Owners,

The current BN.com and BN Email SOWs expire on 1/15/2015. We are in the process of sending new SOWs to Independent Businesses and anticipate them being sent by Wednesday 1/14/15. The current BN Tier 1 Escalations SOWs expire on 1/31/15, so those will not be offered until a few days prior to 1/31/15.

No SOWs have been sent as of yet, so please do not be alarmed if your Independent Business hasn't received one. If you have not received a new SOW by Thursday 1/15/15 and have a question, please feel free to email me at that time. I apologize that I may not be able to respond to all individual inquiries about the status, and appreciate your patience.

Regards,

* * * * *

Bradford Kerley

Client Results Manager - Arise Virtual Solutions Inc.

3450 Lakeside Drive, Miramar, FL, 33027, US

office: [954.392.2730](tel:954.392.2730) mobile: [407.970.9981](tel:407.970.9981) fax: [954.399.5178](tel:954.399.5178)

BKerley@arise.com

OPT-IN CONSENT FORM

Steele v. Arise Virtual Solutions, Inc.
U.S. District Court, Southern District of Florida

Complete and return to: Shannon Liss-Riordan, Esq.
Lichten & Liss-Riordan, P.C.
729 Boylston Street, Suite 2000
Boston, MA 02116
Tel: (617) 994-5800
Fax: (617) 994-5801
sliss@llrlaw.com
www.llrlaw.com

Name: Matthew Rice

Address: [REDACTED]

Telephone: [REDACTED] (home) [REDACTED] (cell)

E-Mail: [REDACTED]

CONSENT TO JOIN COLLECTIVE ACTION

Pursuant to the Fair Labor Standards Act, 29 U.S.C. § 216(b)

1. I understand that this lawsuit is brought in part under the Fair Labor Standards Act, 29 U.S.C. § 201, et seq. I hereby consent, agree, and "opt in" to become a plaintiff herein and to be bound by any judgment by the Court or any settlement of this action.
2. I work/worked at the Arise Virtual Solutions in the position(s) of customer service representative from on or about 11/2009 (month, year) to on or about 11/2014 (month, year). I was misclassified by Arise as an independent contractor, was required to pay various expenses due to this misclassification, and did not receive minimum wage for all of my work, including training time.
3. I hereby designate Shannon Liss-Riordan, Esq. of Lichten & Liss-Riordan, P.C., 729 Boylston Street, Suite 2000, Boston, MA 02116 (Plaintiffs' lead counsel) and Mary Jill Hanson, Esq., 301 Ocean Bluffs Boulevard #306, Jupiter, FL 33477 (Plaintiffs' local counsel) to represent me for all purposes in this action.
4. I also designate the named plaintiffs in this action, the collective action representatives, as my agents to make decisions on my behalf concerning the litigation, including the method and manner of conducting this litigation, entering into settlement agreements, entering into an agreement with Plaintiffs' Counsel concerning attorneys' fees and costs (with the understanding that Plaintiffs' Counsel are being paid on a one-third contingency fee basis, which means that if there is no recovery, there will be no attorneys' fees), and all other matters pertaining to this lawsuit.

Signature: Matthew Rice Date Signed: 11/3/2014

GENERAL COUNSEL EXHIBIT NO.

39

UNITED STATES DISTRICT COURT
SOUTHERN DISTRICT OF FLORIDA

HEATHER STEELE individually and on
behalf of all others similarly situated,

Plaintiff,

v.

ARISE VIRTUAL SOLUTIONS, INC.

Defendant

Case No. 13-62823-WJZ

**NOTICE OF WITHDRAWAL OF OPT-IN CONSENT FORMS
FOR OPT-IN PLAINTIFFS JOSHUA RICE AND MATTHEW RICE**

As the parties have determined that Joshua Rice and Matthew Rice, who previously joined this action under the Fair Labor Standards Act, 29 U.S.C. § 216(b), are subject to arbitration agreements, they hereby withdraw their opt-in consent forms and will pursue their claims in arbitration.

Respectfully submitted,

HEATHER STEELE individually and on
behalf of all other similarly situated,

By her attorneys,

/s/ Mary Jill Hanson

Mary Jill Hanson, Florida Bar #727369
301 Ocean Bluffs Boulevard
Jupiter, FL 33477
(561) 373-6712
Email: jillocean@bellsouth.net

Shannon Liss-Riordan, Mass. BBO # 640716
Admitted pro hac vice
LICHTEN & LISS-RIORDAN, P.C.
729 Boylston Street, Suite 2000
Boston, MA 02116
(617) 994-5800
Email: sliss@lrlaw.com

Dated: December 5, 2014

GENERAL COUNSEL EXHIBIT NO. 40

UNITED STATES DISTRICT COURT
SOUTHERN DISTRICT OF FLORIDA

HEATHER STEELE individually and on
behalf of all others similarly situated,

Plaintiffs,

v.

ARISE VIRTUAL SOLUTIONS, INC.

Defendant

JURY DEMANDED

CLASS ACTION COMPLAINT

I. INTRODUCTION

1. This is a class action brought on behalf of "Customer Support Professionals" who have worked for Arise Virtual Solutions, Inc. ("Arise"), challenging Defendant's wage payment practices. As described further below, Arise has misclassified its employees as "Independent Business Owners" or agents of "Independent Business Owners" and, in so doing, has violated the federal Fair Labor Standard Act ("FLSA"), 29 U.S.C. §§ 201 *et seq.*, by failing to pay them minimum wage for all time worked and requiring its employees to pay various expenses that should have been borne by the employer. Plaintiff brings this claim under the FLSA on behalf of all similarly situated employees who may choose to opt in to this action pursuant to 29 U.S.C. § 216(b). Plaintiff seeks restitution of all wages of which the employees were deprived, including the cost of equipment and training which they were required to purchase as a precondition of employment, payment for their training time, and all other relief to which they are entitled.

GENERAL COUNSEL EXHIBIT NO. 41

II. PARTIES

2. Plaintiff Heather Steele is an adult resident of Georgia. From approximately January 2012 to the present, Ms. Steele has been employed by Arise as a customer support professional. Ms. Steele was not compensated for his first several months of employment, during which she was participating in required training courses. Further, as a condition of employment Ms. Steele was required to purchase equipment and pay for training courses. As a result of these and other required payments, her wages have not met minimum wage requirements set forth under the FLSA.

3. The above named plaintiff brings this action on behalf of all similarly situated employees, who may choose to "opt-in" to this action pursuant to the Fair Labor Standards Act ("FLSA"), 29 U.S.C. § 216(b).

4. Defendant Arise Virtual Solutions, Inc. ("Arise") is a Delaware corporation with its principal place of business located at 3450 Lakeside Drive, 6th Floor, Miramar, Florida 33027. From its headquarters in Florida, Arise employs customer service agents, who it terms "Customer Support Professionals", who work out of their homes throughout the United States.

III. STATEMENT OF FACTS

5. Plaintiff has worked as a customer support agent employed by Arise Virtual Solutions, Inc. Arise calls its customer support agents "Customer Support Professionals."

6. Each Arise customer support agent is assigned to assist the customers of a specific Arise client by telephone. Those clients include companies such as AT&T and Carnival Cruises.

7. Arise customer support agents work out of home offices and assist the customers of their assigned client by telephone. Additionally, some customer service agents supervise other Arise agents' customer service calls.

8. Arise customer support agents perform core work that is necessary to Arise's business, namely providing customer service support for businesses from remote locations by telephone and through electronic means.

9. Arise customer support agents are supervised closely by Arise agents. They are instructed in the details of their job performance and are monitored and reviewed frequently.

9. By virtue of the extensive control Arise exerts over them, and the nature of their relationship with Arise, the customer support agents are not independent business operators, or agents of independent business operators, as Arise has classified them, but rather, all customer support agents that perform work on behalf of Arise are employees of Arise.

10. As a precondition of employment, Arise requires that its customer support agents participate in training courses.

11. The required courses train customer support agents on Arise customer service standards and practices.

12. The initial required training course is self-paced. It may take up to one week to complete.

13. Customer support agents are required to pay a \$99 fee to participate in the initial required training course.

14. Customer support agents are not compensated for the time spent in the training course.

15. Subsequent required training courses that are specific to the Arise customer being serviced last much longer –in some cases up to three months, and require four hours of class time per day, five days a week.

16. As part of the subsequent courses, Arise customer support agents are also assigned required daily homework tasks that take up to three to four hours to complete.

17. Customer support agents are prohibited from missing any classes during the training course. A customer support agents who misses a class may be required to retake the entire course.

18. Arise requires customer support agents to pay fees up to \$299 for these customer specific required training courses.

19. Customer support agents are not compensated for the time spent in these training courses.

20. Additionally, as a precondition of employment, Arise customer support agents are required to purchase certain equipment for their home office, including high speed internet, a computer that meets certain operating requirements, a dedicated landline, a headset and Plantronics T10 (an answering device).

21. These required purchases can cost customer support agents hundreds and in some cases over one thousand dollars.

22. The costs of the required equipment and training courses drive customer support agents pay below the federal minimum wage.

23. Arise also requires its customer support agents to participate in continued training courses for which they are uncompensated after they have completed their initial training and begun work as a customer support agent.

24. Arise deducts a service fee from customer support agents' paychecks.

25. As a result of uncompensated training time, being required to pay for training and equipment, as well as deductions taken from customer support agents' paychecks, Arise customer support agents have received an hourly rate that is less than the federal minimum wage.

COUNT I

FAILURE TO PAY MINIMUM WAGE IN VIOLATION OF FLSA

Arise's conduct in failing to pay its employees the federal minimum wage, and requiring its employees to pay for their training, equipment, and other expenses or deductions from their pay (all of which contribute to them not receiving the federal minimum wage), violates the FLSA, 29 U.S.C. § 201, *et seq.* This claim is brought on behalf of a class of similarly situated individuals who may choose to "opt-in" to this case, pursuant to 29 U.S.C. § 216(b).

JURY DEMAND

Plaintiff requests a trial by jury on all claims.

WHEREFORE, the Plaintiff requests that this Court enter the following relief:

1. Permission for plaintiff to notify fellow employees of their right to opt-in to this action to pursue a claim under the FLSA, pursuant to 29 U.S.C. § 216(b);
2. Restitution for the federal minimum wage;
3. Liquidated damages;
4. Attorneys' fees and costs;
5. Any other relief to which the plaintiff and class members may be entitled.

Respectfully submitted,

HEATHER STEELE individually and on
behalf of all other similarly situated,

By her attorneys,

/s/ Mary Jill Hanson
Mary Jill Hanson, Florida Bar #727369
301 Ocean Bluffs Boulevard
Jupiter, FL 33477
(561) 373-6712
Email: jillocean@bellsouth.net

Shannon Liss-Riordan, Mass. BBO # 640716
Pro Hac Vice Anticipated
Elizabeth Tully, Mass. BBO # 685855
Pro Hac Vice Anticipated
LICHTEN & LISS-RIORDAN, P.C.
100 Cambridge Street, 20th Floor
Boston, MA 02114
(617) 994-5800
Email: sliss@llrlaw.com, etully@llrlaw.com

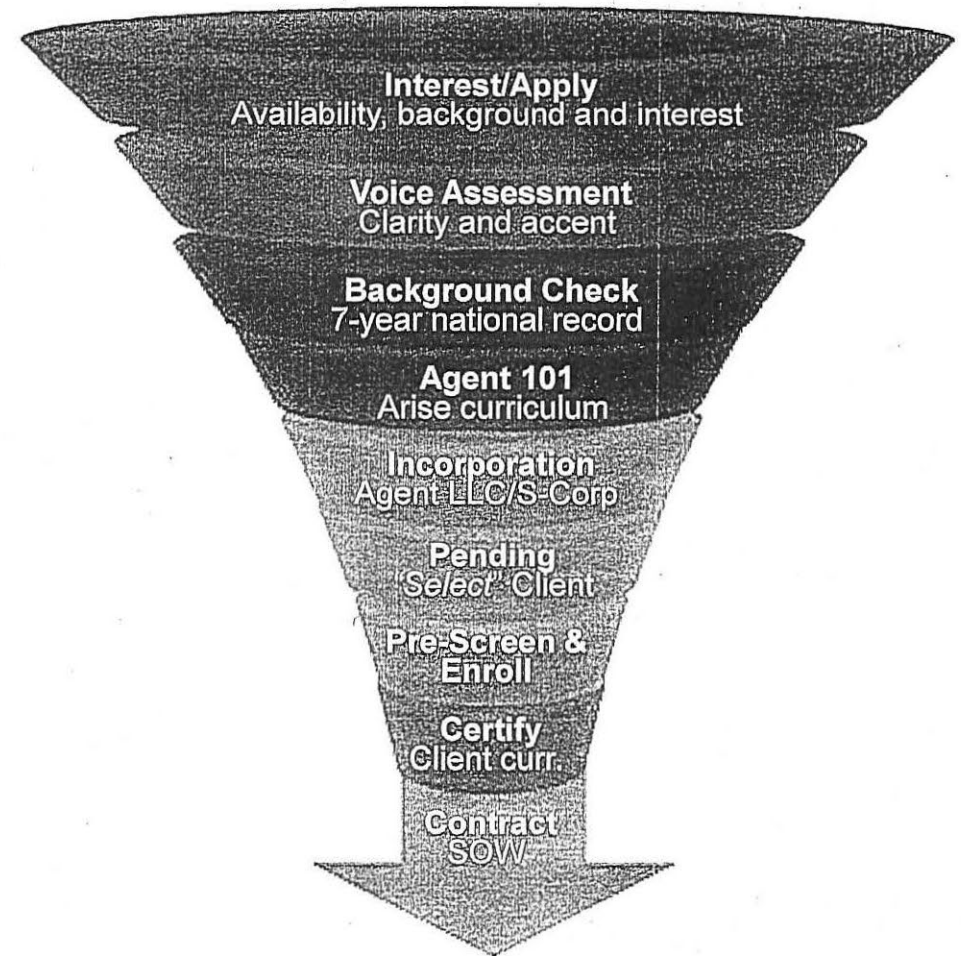
Dated: December 30, 2013

Screening and Selection

Delivering Committed, Skilled Professionals



- Arise's 9-Step process ensures that the most qualified and "passionate" are contracted
- Arise typically receives a 2-3x response to opportunity announcements
- Arise leverages technology to ensure that only best-in-class professionals are servicing Arise clients
 - Automated voice assessment tools
 - SHL Assessments specifically designed for work at home agents
 - Responding positively to difficult or irate customers
 - Business judgment and acumen
 - Navigating within multiple applications to find and view customer account details
- 4-6 week time and financial investment encourages brand and application fit



APPENDIX C

QUALITY

Quality Management and Calibration



- Utilize Client Quality Monitoring Form in Arise environment
- Performance Facilitators report on QM type; Quality Monitor or One on One agent Session
- Form is sent to agent for review and Feedback Session
- Data extracted from QM tool database used for client facing reporting and analytics in support of process improvement

Sales Service 2015 Choose Action:

Final Percent: 0.00%

Interaction Information 0.00% Partnership Skills 77.50% Key Procedures 22.50% Chart

Section Percent:

1.1 Call Type (50.00%) 0.00%

1.2 First Contact Resolution (50.00%) 0.00%

Interaction Information 0.00% Partnership Skills 77.50% Key Procedures 22.50% Chart

Section Percent:

2.1 Warm Welcome (3.60%) 0.00%

2.2 Bridging Statements/Transit 0.00%

2.3 Asking Strategic Questions/E 0.00%

2.4 Acknowledgement Statemen 0.00%

2.5 Suggestive Selling/Consultat 0.00%

2.6 Positive Positioning (6.64%) 0.00%

2.7 Professional Demeanor (13.25%) 0.00%

2.8 Tone (13.25%) 0.00%

2.9 Conversion/Solution Driven (13.25%) 0.00%

2.10 Solicitation (6.64%) 0.00%

2.11 Fond Farewell (3.60%) 0.00%

Section Percent:

3.1 Utilized Appropriate Technology (20.24%) 0.00%

3.2 Offered Gift Card/Gift Bag (11.42%) 0.00%

3.3 Entered and Confirmed All Information (45.50%) 0.00%

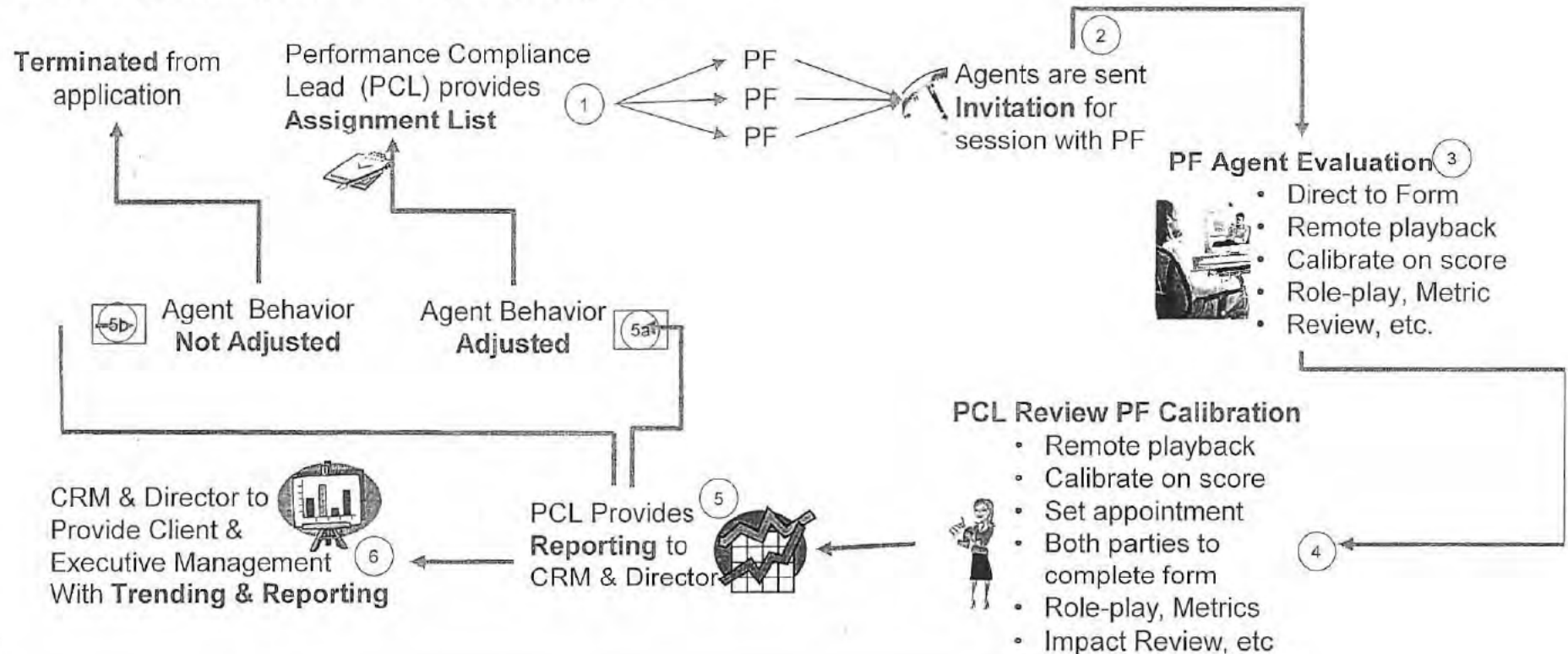
3.4 Summarized Order/Next Steps (11.42%) 0.00%

3.5 Interaction Management (11.42%) 0.00%



Quality Management and Calibration

360 Feedback and Process Flow



- **Enhancement Model:** Performance manage the agents to create high-caliber "Undisputed Top Performers"
- **Performance Results:** Embedded playbook, tools and techniques to provide the "How" resources
- **Frequency Of Delivery:** Immediate in situations requiring corrective action and coaching and then aligned with client's internal processes
 - Percentage of overall forecasted volume, or
 - One monitor / agent / week at minimum and frequency doubles for new agents entering production



Arise Real-Time Community Promotes Quality Success

Real-Time Communication in Chat

Chat - Windows Internet Explorer

[1:29:03 PM] <Salina_A_Parmer> 5839855024

[1:29:23 PM] <Chat_Krystal> Salina Nice job!!

[1:30:59 PM] <Lissette_Rivera> if they want to transfer a # and they name on the account its under right now is different can they do the order on one person's name and in the lrp section enter the original person's name of that number?

[1:31:39 PM] <Chat_Krystal> Yes, that is how it would be done ☺

[1:33:23 PM] <Lissette_Rivera> just making sure i am trying to remember what that page looks like and I wasn't 100% sure, ty again.

[1:33:45 PM] <Chat_Krystal> yw ☺

[1:35:03 PM] <Salina_A_Parmer> Yes I wanted to know what is the price for same day shipping and handling?

[1:35:37 PM] <Chat_Krystal> Salina...We do not have same day shipping. We have free 2 business day and if they are ordering a accessory they can choose overnight at \$14.95.

[1:36:35 PM] <Elva_Prescott> can the universal wall charger work in the UK

[1:37:19 PM] <Salina_A_Parmer> tks

[1:37:29 PM] <Chat_Krystal> As long as they have the same plug in... if not they would have to purchase a converter

[1:38:32 PM] <Shannon_R_Houze> what happen to the media sample can?

[1:38:32 PM] <Chat_Krystal> It requires a standard outlet 120 volts.

[1:38:51 PM] <Chat_Krystal> Shannon... It is now called Mobile Web Usage Samples

[1:39:05 PM] <Chat_Krystal> It is no longer called MEida net. It is now called Mobile Web.

[1:40:57 PM] <Lissette_Rivera> 5839579821

[1:41:02 PM] <Shannon_R_Houze> charge for a specified number when signing up for service.

[1:41:16 PM] <Chat_Krystal> Lissette Yay!!!

[1:41:31 PM] <Chat_Krystal> Shannon...Last I was told Vanity Number which is you choosing your number is \$50.00.

[1:41:59 PM] <Salina_A_Parmer> New customer order phones last night and wants to add other lines...can do that at an store?

[1:42:27 PM] <Chat_Krystal> They can order online and combine upon activation. Or they can do it at a store, but try to see if they will online instead, better deals and better for you.

[1:43:24 PM] <Lissette_Rivera> 5839859133

[1:43:25 PM] <Chat_Krystal> Lissette Way to go!!!

[1:43:25 PM] <Dwayne_Wheatley> Dwayne_Wheatley has just entered the room...

[1:43:25 PM] <Chat_Krystal> Hey Dwayne ☺

[1:43:25 PM] <Dwayne_Wheatley> hey krystal!!!

[1:43:25 PM] <Dwayne_Wheatley> WHOO HOOO!!! GO TEAM ARISE!!!

[1:46:25 PM] <Chat_Krystal> ☺

Say: to All Users [Send] [Alert] [Logoff] [History] [Help] [Turn Sound Off]

Start [Icons] 1:46 PM

The most recent messages appear here

- **Real Time:** Serves as the first line of communication between PFs and agents servicing to ensure agents receive immediate and real-time assistance. Also serves as a line of communication to provide urgent updates which immediately impact production.
- **Internal Monitoring:** Arise's internal Performance Compliance Leads and Client Results Managers can monitor the effectiveness of PFs via real time monitoring and chat logs
- **Private Message:** PFs have the ability to private message an agent



Stack Ranking Methodology

Agents are Measured Frequently

Mar-11 Name	PNTS	Rank	CA	QA	ATT	CSAT	CALLS	Transfer %
429198	100	A	92%	96.00	254.61	0.93	1434	0.07
305194	100	A	97%	94.00	209.25	0.85	1548	0.06
291456	100	A	96%	91.00	422.48	0.86	909	0.04
581751	100	A	98%	96.00	406.06	0.92	952	0.04
149500	100	A	99%	93.00	329.38	0.87	642	0.03
293445	100	A	94%	100.00	231.93	0.90	1357	0.07
510913	100	A	99%	93.00	240.24	0.87	1320	0.03
581752	100	A	97%	91.00	431.90	0.90	794	0.07
309956	100	A	97%	95.00	308.87	0.89	1039	0.09
79731	100	A	97%	90.00	347.70	0.89	809	0.04
224136	100	A	96%	91.00	230.57	0.91	1087	0.08
568787	100	A	98%	100.00	475.75	0.94	674	0.00
586161	100	A	98%	96.00	383.47	0.89	776	0.04
451254	100	A	93%	91.00	379.63	0.92	679	0.03
329721	100	A	93%	91.00	295.07	0.86	900	0.11
588263	100	A	93%	95.00	412.77	0.90	682	0.04
514840	100	A	91%	95.00	313.48	0.89	784	0.06
175143	100	A	95%	95.00	327.19	0.92	658	0.05
73553	100	A	92%	100.00	318.12	0.94	672	0.07
513495	100	A	96%	91.00	512.98	0.93	547	0.05
38636	100	A	98%	96.00	436.01	0.89	512	0.06
287157	100	A	91%	91.00	458.51	0.91	579	0.05
524660	100	A	96%	100.00	341.49	0.87	632	0.05

Client SOW Requirements

- CSAT 85%
- Quality 85%
- AHT 380-365 sec
- Commit Adherence 90%

Preselect Metric Requirements

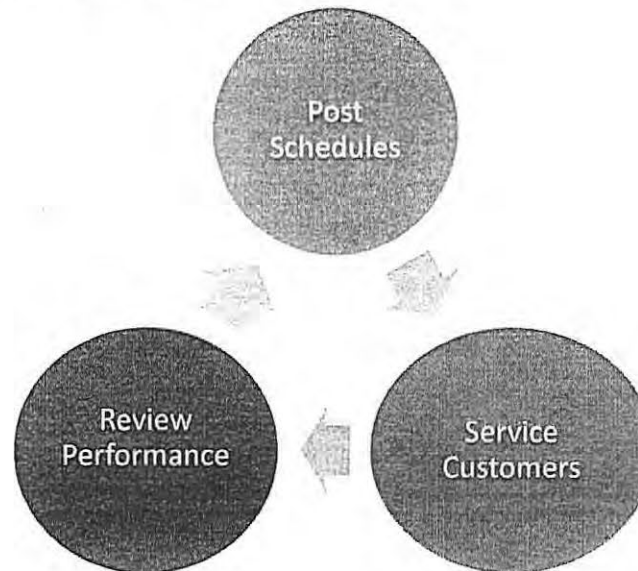
- CSAT 85%
- Quality 90%
- AHT NA
- Commit Adherence 90%

- SOW metrics change periodically to maintain alignment with client expectations
- Stack ranking based on weighting key metrics
 - Weighting changes periodically based on client needs and actual performance
 - Weighting takes client and Arise metrics into account
- In addition to being ranked from top to lowest performing, agents receive a “grade”, scoring their performance against the absolute targets
- Agent performance score cards provide status of all metrics



Preselect – How Arise Out-Performs

Best Arise Performers Take The Most Calls



Preselect Benefits:







- Dynamically considers performance to determine scheduling priority (shift bid)
- Highest performers get first pick of hours, and the most overall hours. Example: gold is awarded 60 weekly hours vs. bronze at 15 weekly hours allowing top performers to service your customers more
- Encourages healthy internal competition so that we deliver a higher level of customer service, quality, and sales performance



The Arise Star Program- EXAMPLE

Aligning All-Star Incentives with All-Star Performance

ILLUSTRATIVE

				
		1 Star	2 Stars	3 Stars
RESULTS	Commitment Adherence	85% - 90%	90% - 95%	>95%
	CSAT Score	87% - 89.9%	90% - 92.9%	>93%
	Intervals (half hour block)	≤30	32 - 40	>40
	Correction of Error Rate	0.50% - 0.75%	0.25% - 0.49%	<0.25%
REWARD	Star Incentive (per call)	\$0.25	\$0.50	\$0.75
	Pre-select Shift Bid Category			

- The Arise Star Program rewards the agents who perform best on each Client's most critical metrics with higher incremental pay and ability to pick their schedules first.
- Agents can access their ranking and measurement in real time and seek feedback and enhancement sessions accordingly.



The Arise Star Program

Agent Scorecard Example

STAR Thresholds

CSP - Program -
Last 6 Months

CSP ID	CSP Name	Date of Contract	SOW Name	Threshold 1	Threshold 2	Threshold 3	Threshold 4	Threshold 5
		08/01/2014	Intervals_Weekend_Holiday-07/14	TACRFT Net Rep Satisfaction: <= 25% Receives 0 STARS, 25.01% - 60% Receives 1 STAR, 60.01% - 71.99% Receives 2 STARS, 72% Receives 3 STARS.	TACRFT Resolved: <= 40% Receives 0 STARS, 40.01% - 73% Receives 1 STAR, 73.01% - 87.99% Receives 2 STARS, 88.0% Receives 3 STARS.			
		08/01/2014	Intervals_16Weekend_Holiday-07/14	TACRFT Net Rep Satisfaction: <= 25% Receives 0 STARS, 25.01% - 60% Receives 1 STAR, 60.01% - 71.99% Receives 2 STARS, 72% Receives 3 STARS.	TACRFT Resolved: <= 40% Receives 0 STARS, 40.01% - 73% Receives 1 STAR, 73.01% - 87.99% Receives 2 STARS, 88.0% Receives 3 STARS.			

STAR Rating - Current Week

CSP - Program -
Current Week

Week Ending	STAR Rating
12/13/2014	☆☆☆

STAR Ratings by Month

CSP - Program -
Latest 2 Months (Prior Month, Current Month to Date)

Month Ending	STAR Rating
11/30/2014	☆☆☆
12/31/2014	☆☆☆

Daily Metric Details

CSP - Program -
Last 62 Days of Data

Date	Commitment Adherence	Intervals Served	24 Hour Resolution	Net Rep Satisfaction	AHT
10/19/2014	70.96%	3,393	60.86%	32.25	703.64
10/20/2014	70.74%	3,042	60.86%	32.25	770.39
10/21/2014	76.40%	1,619	60.86%	32.25	723.43
10/22/2014	73.57%	2,697	60.86%	32.25	695.47

• Visibility

- Star Program is a highly visible performance measurement system

• Performance Based

- Through the Star Program, agents are rewarded financially for receiving the highest metric for their performance, 3 stars

Agents with the highest performance also receive priority access to available hours in Starmatic Scheduling System

Arise Real Time Assistance & QA: Performance Management

Continued Quality and Performance



Placeholder for Star
Program Video

Star Program



Arise Real Time Assistance & QA: Performance Management

Chat Support to Maintain Performance and Quality



Chat IQ

Arise Chat IQ

Licensed under Apache 2.0

Username

Password

Login



Feature Set:

- Assisting Agents with Questions and Unusual Scenarios
- Escalation
- Observation of call trends/change in customer experience
- Crowdsourcing common questions (community)
- Publish Public Service Announcements

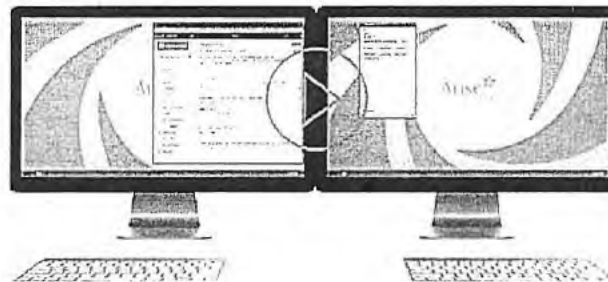
Arise Real Time Assistance & QA: Performance Management

Continued Quality and Performance



Placeholder for Chat IQ
video

Chat IQ: Video Overview



Arise Real Time Assistance & QA: Performance Management

Real-Time Assistance through Live Chat



Arise Real Time Assistance & QA: Performance Management

Real-Time Assistance through Live Chat



Agent View
of their Chat
Screen



Request a PF

Chat IQ

You are now chatting with \${PF}
Arise PCL Jose12/10/2014 6:11 pm
hello
joarriandiga12/10/2014 6:11 pm
hey..

Real Time
Feedback on
effectiveness
of the PF



Request a PF

Chat IQ

Your Request a PF
session has ended.
Please rate this session

Timeliness

Helpful

How likely are you to recommend
Chat Performance Facilitation?

Not at all likely neutral Extremely likely

0 1 2 3 4 5 6 7 8 9 10

Submit Survey

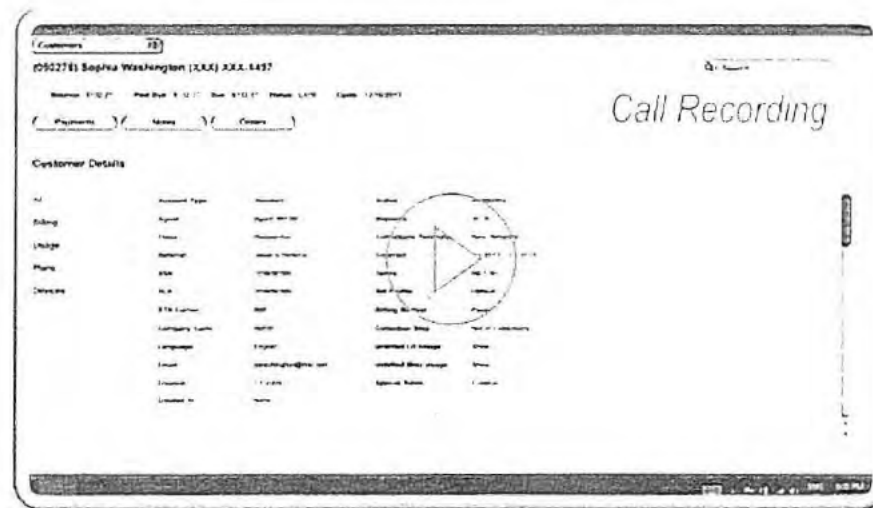
Arise Real Time Observation & QA: Performance Management

Continued Quality and Performance



This is a placeholder for the
RTPO video

Real Time Observation: Video Overview...



CLIENT RESULTS TEAM

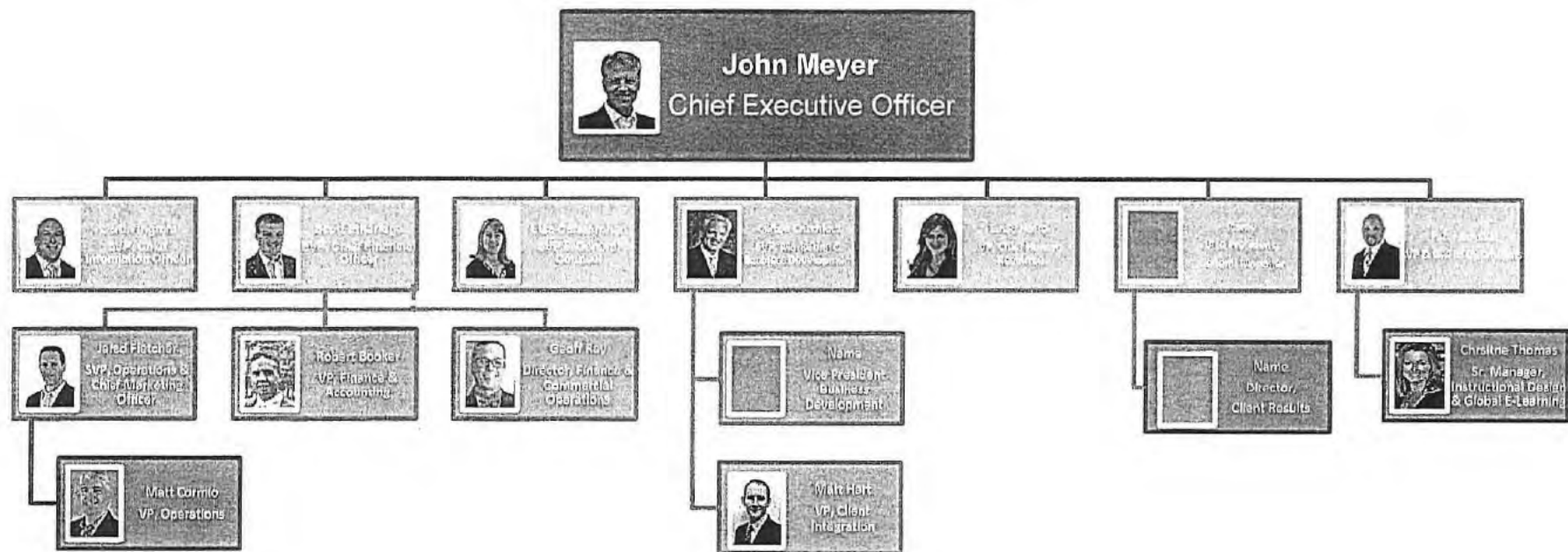
Achieve Outstanding Results

GCX 44



Arise Leadership Teams

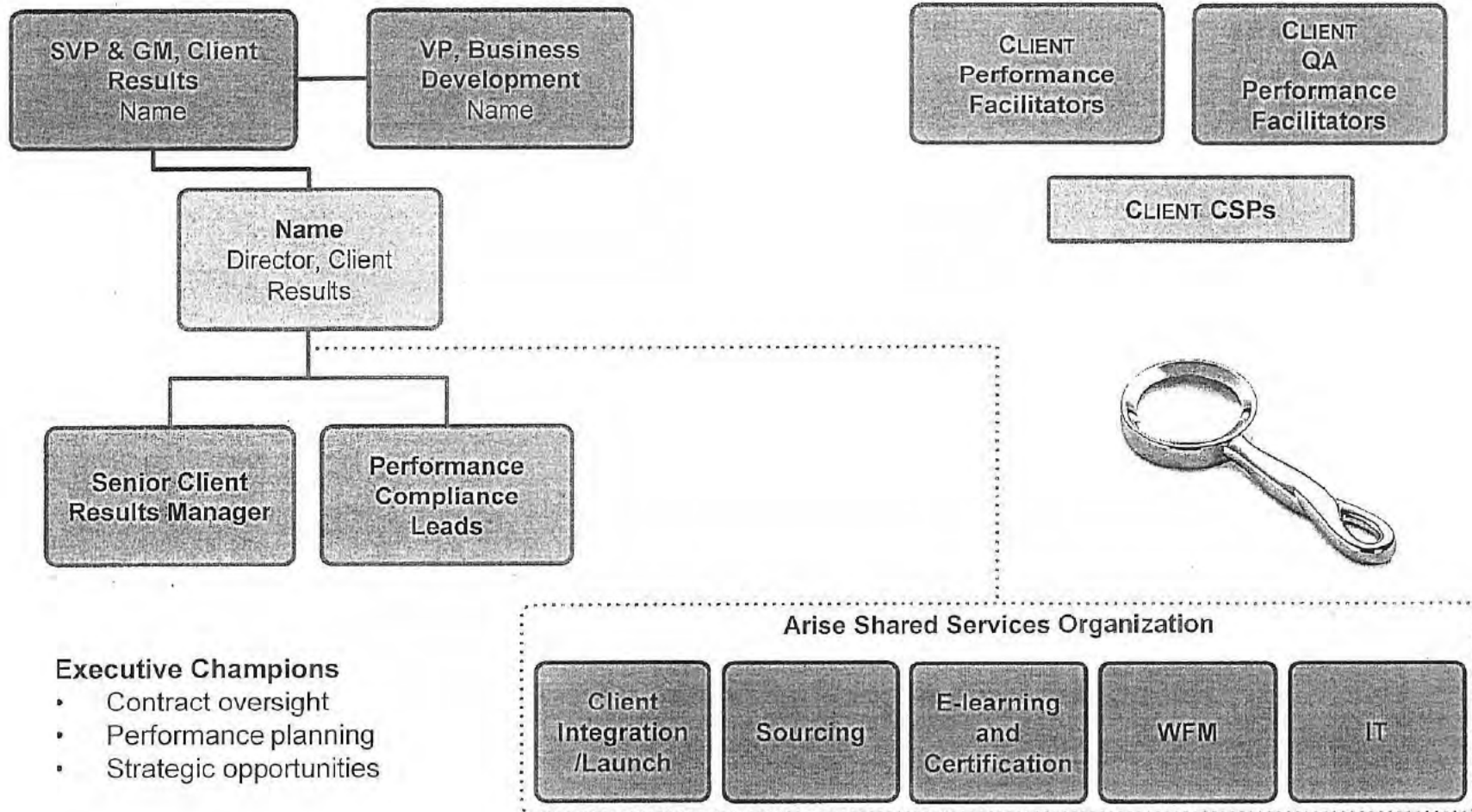
Experienced Team, Focused on Exceeding Expectations





Client Results Team for CLIENT Program

Experienced Team, Focused on Exceeding Expectations





Client Results Roles and Responsibilities

Executive Champions

- **SVP & GM and Director of Client Results** main roles are to effectively manage the overall business and results, operations, communications, performance enhancement, continuous improvement and identification/implementation strategic opportunities.
 - **SVP & GM, Client Results, Name**
 - Conducts Quarterly Business Reviews (QBRs) onsite to re-examine performance against expected metrics
 - Facilitates a forum to share insights about driving increased performance and financial results
 - Conducts Executive Strategic Alignment Reviews that are synched with the client's budgeting cycle and are intended to provide our client the opportunity to lock-in on necessary Arise resources as far in advance as possible
 - **Client Results Director, Name**
 - Executive-level sponsorship for all internal and external departmental communications, operations and service delivery
 - Championing and strategically supporting the program management team
 - Client advocate in Shared Services Group meetings, whereby executives representing client and internal initiatives set priorities and mobilize resources



Client Results Roles and Responsibilities (cont'd.)

Program Management

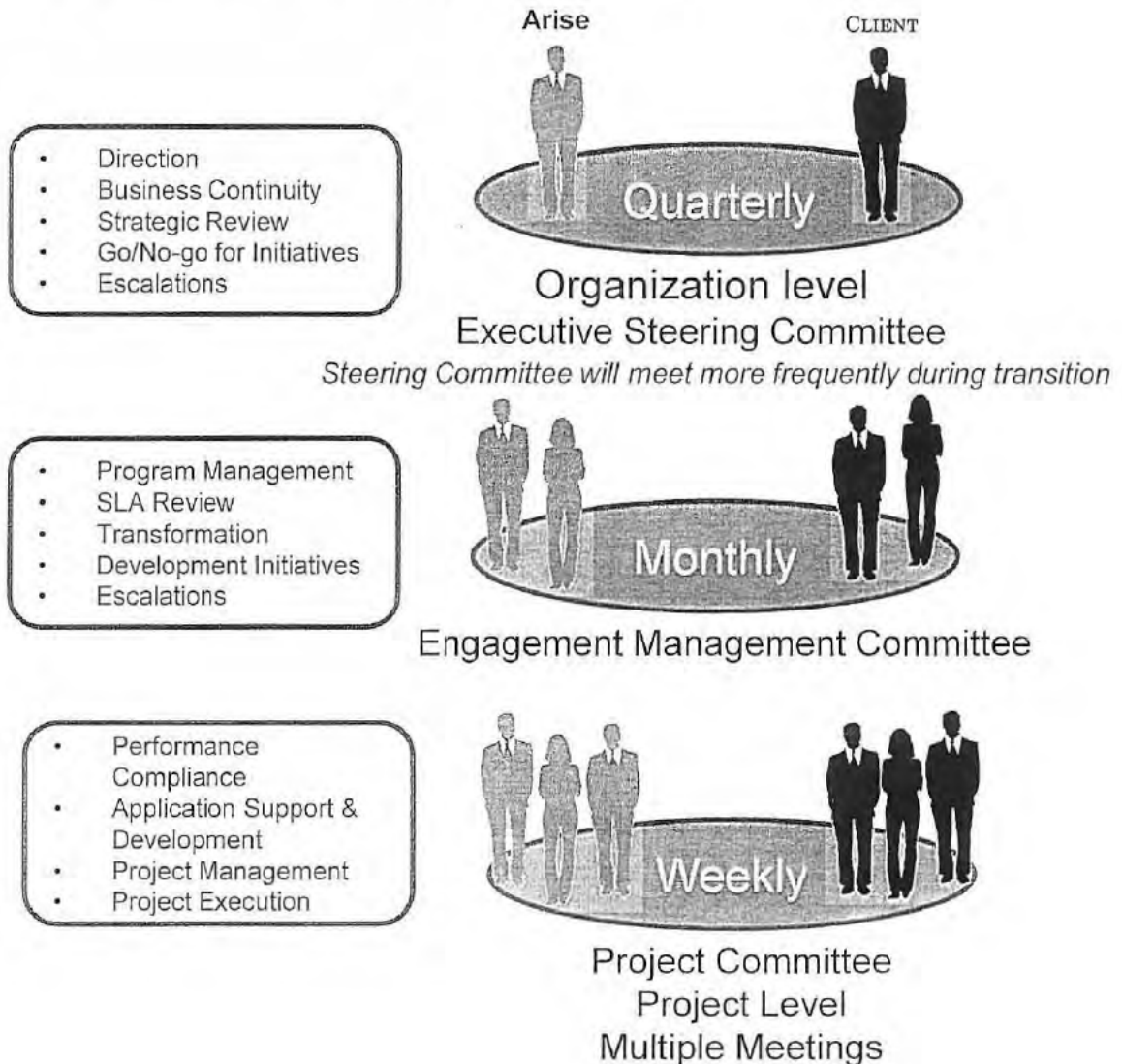
- **Senior Client Results Manager & Performance Compliance Facilitators** main roles are the coordination of Shared Services, results management, CSP performance, Coach-the-Coach, and reporting
 - **Senior Manager, Client Results**
 - Develops a deep understanding of Client's near and long-term goals and objectives
 - Acts as an extension of the Client brand
 - Works with Client primary contacts to drive operational excellence and works closely with QA Compliance Leads to ensure day-to-day achievement of all metrics
 - Leads Weekly Operational Reviews on key metrics and KPIs; examines and compares statistics and weekly performance targets for trends
 - Conducts Monthly Account Meetings to review all metrics, overall results, opportunities for improvement and best practices; this review is co-authored and reported to the executive teams of both organizations with a detailed action plan
 - **Performance Compliance Leads**
 - Responsible for providing leadership, development and performance feedback to the program's QA Facilitators
 - Partners with client on QA monitoring forms and establishes reporting & calibration processes
 - Participates in Client calibration sessions on a regular basis, calibrating recorded sessions with the QA Facilitators to measure compliance with client's QA requirements
 - Diagnoses issues and develops action plans to improve performance and coaching
 - Creates Client specific playbooks, job aids and role plays to guide Quality Facilitators through how to drive a particular KPI
 - Monitoring, scoring and improving the quality, productivity, value and impact of coaching and support



Business Reviews

Weekly, Monthly, Quarterly and Annual Team Meetings

- Client resources and Arise establish ongoing dialogue around performance of the program
- Arise CRM is primary contact and interfaces daily with Arise Sourcing, E-Learning, WFM, Central Ops, Technology and Reporting
- Arise CRM interfaces with the Performance Compliance Leads at minimum weekly on metrics, performance, staffing reviews and sourcing requirements
- Arise CRM provides regular updates to CRD and SVP/GM on key initiatives



Client Results Roles and Responsibilities (cont'd.)



Day-to-Day Delivery

- **Performance Facilitators and Quality Assurance**

- **Performance Facilitators (PFs)**

- Dedicated PFs for Performance and QM to support the CSPs
 - On average, Arise maintains a CSP to Performance Facilitator ratio of 12-15:1
 - PFs provide expertise on the application, as well as in the scoring of the performance of CSPs
 - PFs conduct multiple quality checks per month and calibrate during weekly calls with Client
 - To ensure customers are receiving the highest level of service, PFs support CSPs during live calls via whisper coach technology and web-based chat without being heard by the customer
 - PFs use these tools to provide performance insights and best practices regularly and quickly
 - PFs can also conference into the call as a point of escalation
 - In addition to monitoring the voice portion off CSP calls, PFs have the capability to monitor the call screens of the CSP in the background and use this observation as an additional performance management tool

- **Quality Assurance (QA) Structure** consists of the following:

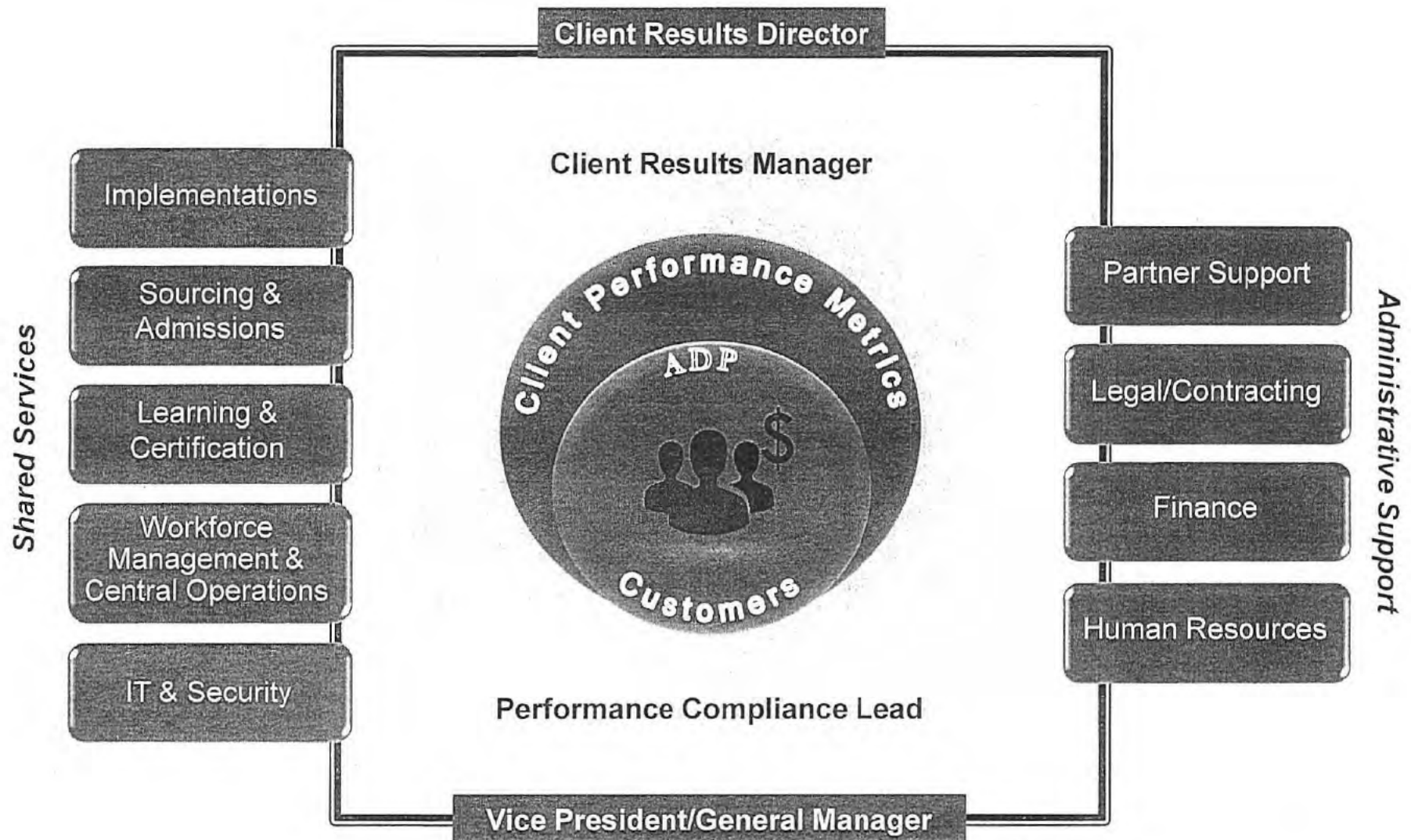
- **QA Performance Facilitator Resources (QA PFs):** Monitor Quality Adherence with the ability to design and execute comprehensive Quality Management programs
 - Information gathered by QA PFs is used generate reports that consolidate daily feedback into meaningful, actionable trends and scenarios
 - **Chat Performance Facilitator Resources (Chat PFs):** Provide dedicated focus and subject matter expertise in a virtual chat room
 - Chat PFs answer live questions from CSPs, listen to recorded calls and document feedback
 - This feedback is provided to QA PFs to notify them of which CSPs need more attention. This information will also be fed back to the Arise E-Learning team to incorporate as FAQs

CLIENT VALUE-ADDED

Better Talent. Better Results. A Better Way.

Arise Governance Model

Your Customers are the Focus of Arise





4 Steps to Take to Achieve Quality Excellence

A Unique Approach to Driving Results

1 Start with Higher Quality at The Source



- 45% CSPs are referred
- 100% are self-disciplined entrepreneurs
- 70%+ have a 4-yr degree
- 40%+ have been managers

Question:

Where is the best talent?

Answer:

Where your top CSPs tell you it is

2 Get Some Skin in the Game



- Have CSPs start their own company
- Have CSPs choose the opportunity
- Have CSPs review and commit to the SOW prior to servicing
- Performance-based success

3 Enhance, Enhance, Enhance...And Enhance



- Get the CSPs involved
 - Town Halls
 - Targeted 1:1 talks
 - Interlinked groups
- 100% recorded sessions
- Create a "Pull" environment through incentives to reinforce desired service level

4 Iterate and Apply Best Practices

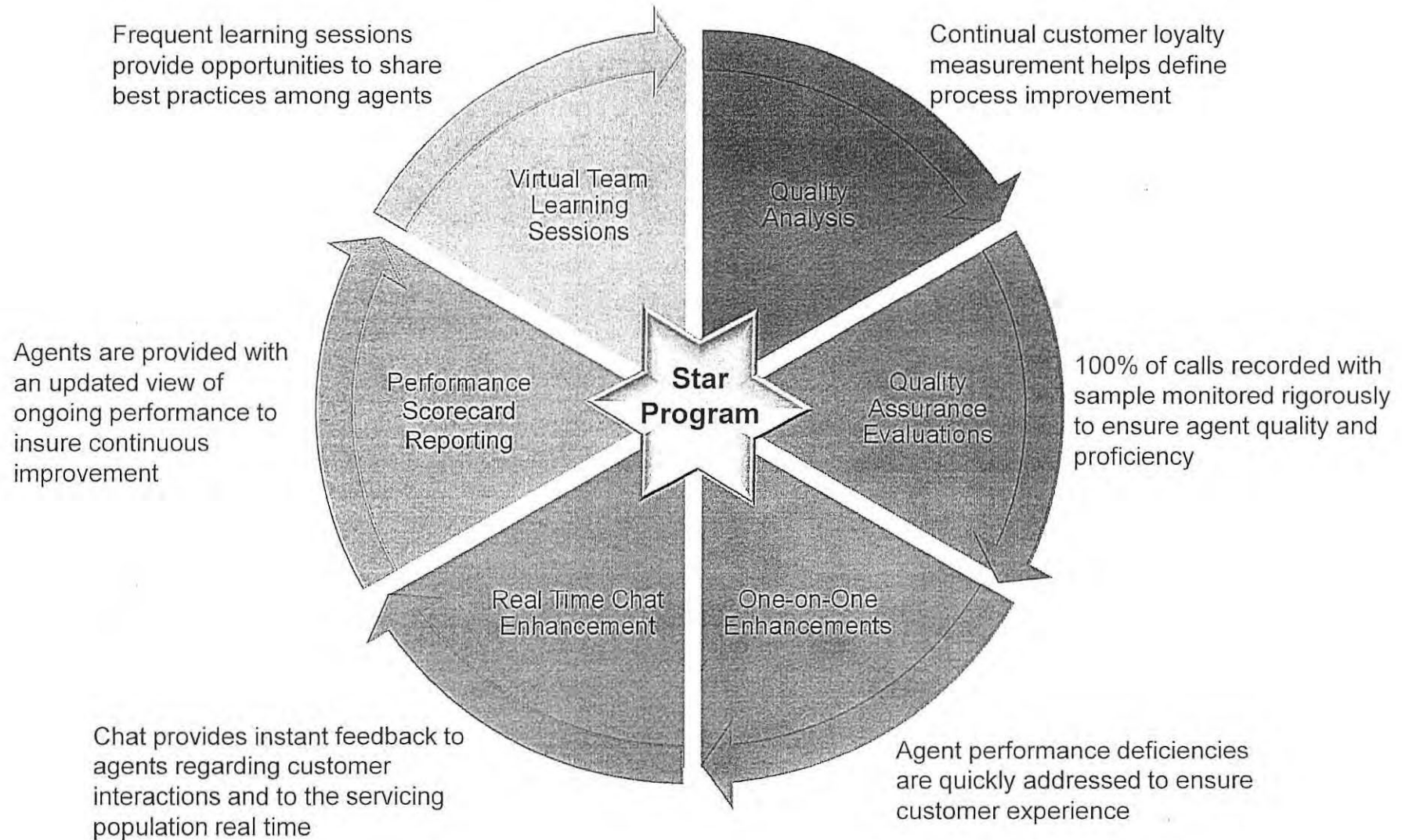


1. Always bring it back to the individuals
2. Better sourcing criteria is evident early on.
3. Misalignment is evident early on
4. To reduce the negative impact on a client's customers



Arise Performance Management Process

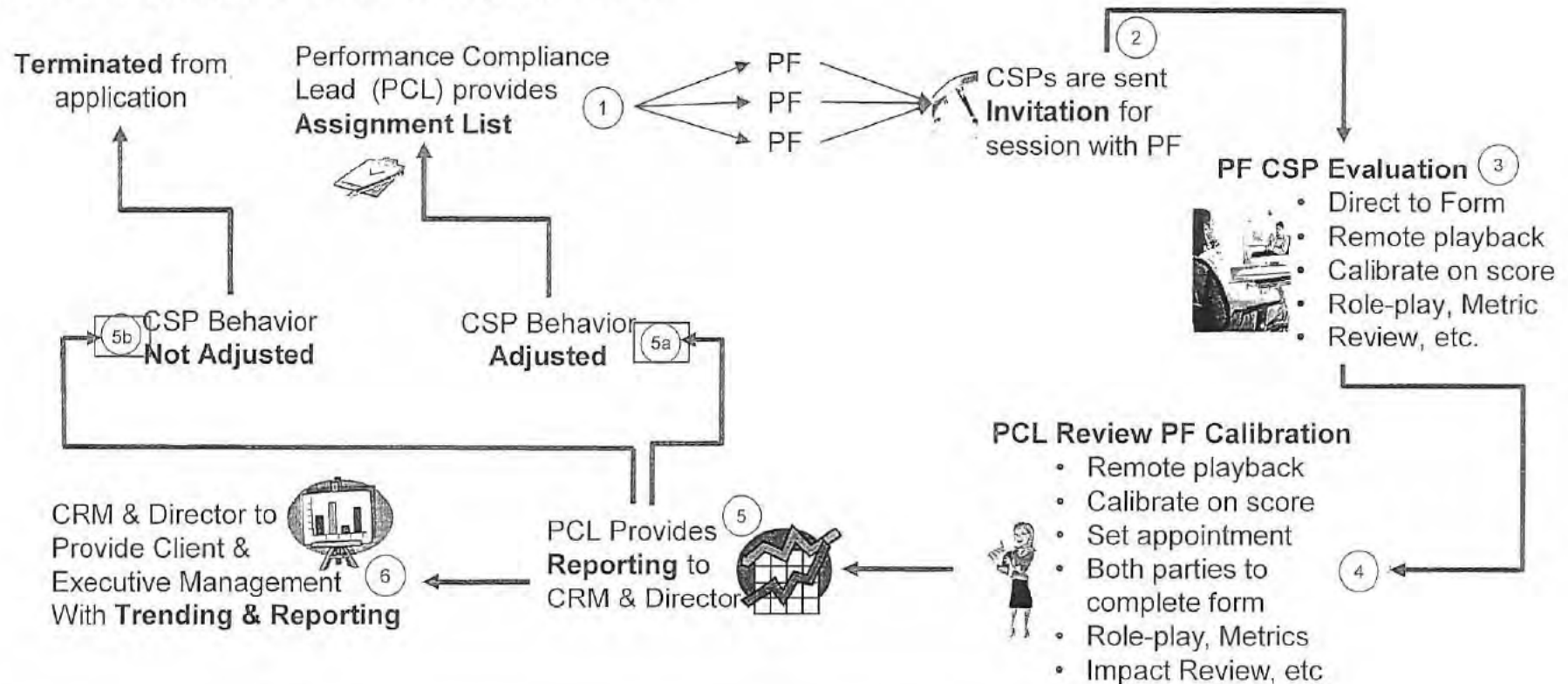
Driving Quality and Undisputed Top Performance™





Quality Management and Calibration

360 Feedback and Process Flow



- **Enhancement Model:** Performance manage the CSPs to create high-caliber “Undisputed Top Performers”
- **Performance Results:** Embedded playbook, tools and techniques to provide the “How” resources
- **Frequency Of Delivery:** Immediate in situations requiring corrective action and coaching and then aligned with client’s internal processes
 - Percentage of overall forecasted volume, or
 - One monitor / CSP / week at minimum and frequency doubles for new CSPs entering production



Quality Management and Calibration

- Utilize Client Quality Monitoring Form in Arise environment
- Performance Facilitators report on QM type; Quality Monitor or One on One CSP Session
- Form is sent to CSP for review and Feedback Session
- Data extracted from QM tool database used for client facing reporting and analytics in support of process improvement

Sales Service 2015

Final Percent:

Interaction Information 0.00% Partnership Skills 77.50% Key Procedures 22.50% Chart

Section Percent:

1.1 Call Type (50.00%)

1.2 First Contact Resolution (30.00%)

Interaction Information 0.00% Partnership Skills 77.50% Key Procedures 22.50% Chart

Section Percent:

2.1 Warm Welcome (3.60%)

2.2 Bridging Statements/Transitions (6.64%)

2.3 Asking Strategic Questions/Engagement (13.25%)

2.4 Acknowledgement Statements (13.25%)

2.5 Suggestive Selling/Consultation (6.64%)

2.6 Positive Positioning (13.25%)

2.7 Professional Demeanor (13.25%)

2.8 Tone (13.25%)

2.9 Conversion/Solution Driven (13.25%)

2.10 Solicitation (6.64%)

2.11 Fond Farewell (3.60%)

Section Percent:

3.1 Utilized Appropriate Technology (20.24%)

3.2 Offered Gift Card/Gift Bag (11.42%)

3.3 Entered and Confirmed All Information (45.50%)

3.4 Summarized Order/Next Steps (11.42%)

3.5 Interaction Management (11.42%)